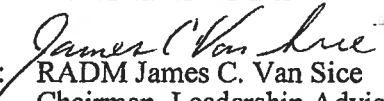




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## MEMORANDUM

NOV 22 2004

From:   
RADM James C. Van Sice  
Chairman, Leadership Advisory Council

Reply to: G-WTL  
Attn of: CAPT T. D. Criman  
202-267-6724

To: G-C  
Via: (1) G-W  
(2) G-CCS  
(3) G-CV

Subj: FALL 2004 LEADERSHIP ADVISORY COUNCIL (LAC) REPORT

1. The Commandant's Leadership Advisory Council (LAC) met at the Coast Guard Academy on 27-29 October 2004. The list of attendees is included (enclosure (1)). The MCPOCG provided invaluable information and insight during the three-day meeting which ultimately guided us during the recommendation process. The Council satisfied their intended outcome "As the field conscience...for leadership development...across the workforce", by developing a prioritized list of leadership issues brought forward for consideration.

2. The LAC decided to pare down the collective generated list of 58 items, which were subsumed under 10 themes, to a precious few. The top four items are listed below. These items were discussed at the VTC on 29 October and, according to corporate knowledge on the Council, are consistent with issues brought forward over the last few years. What the Council affirmed was many of the issues brought forward build on work that has been started, but simply needs to be sustained; which generated the overarching theme of our time together "*Sustaining the Momentum*". The slides used during the 29 October VTC are included as enclosure (2).

a. *Phased In Leadership Continuum for Team Coast Guard...* A limited opportunity to attend the Leadership and Management School (LAMS) road show continues to create a leadership intervention gap. The desired LAMS throughput goal is 4200 students annually. This would allow us to capture 100% of E-5 advancing as well as a target number of junior officers and civilians, but would not capture all legacy personnel. The current rate of 3000 is a significant improvement over prior years, but short of the mark.

b. *Create a Culture that Promotes, Measures, Monitors, and Rewards Leadership...* Metrics that measure leadership outputs are relatively easy to capture, but metrics that quantify the effectiveness of leadership interventions, i.e., outcomes, are much more difficult to isolate and calculate. Our goal is to develop a suite of dashboard gauges for capturing leadership outcomes using OAS/ULDP assessment among other survey instruments to capture leadership effectiveness.

c. ***Funding Shortfall for Leadership Initiatives...*** There are some outstanding leadership development opportunities currently available to our people. They simply need to be appropriately resourced out of the base versus how we have typically funded leadership initiatives, ie., with OPSTAGE or fall out funding. A relatively small increase in resources; e.g., four billets and \$550K, would allow the Coast Guard to train LAMS to 100% of our targeted audience and meet the need of our mid-grade officer/civilian leadership gap as well as fund the senior enlisted (CMC Course).

d. ***Lost Leadership Training Opportunities...*** We have a twofold issue with two of our key enlisted and officer courses: (1) Cancellations; and (2) Timing of intervention. The cancellation issue has been addressed by G-W. The timing issue is also being addressed, but involves a cross programmatic effort that fully explores the consequences of making the two courses true leadership interventions from one responsibility level to the next. The fact that a Chief can go to CPOA 8-10 years after making E-7 cannot be considered a valid transition leadership intervention.

3. In light of your comments to the LAC during the VTC, a comprehensive leadership development blueprint will be developed for approval and implementation this coming Spring. It will include the ultimate end state design, and incorporate the need to consider both process and content elements of a leadership system in a measured, logical way. Leadership development, as you have stated in the past, is a business imperative. Thank you for your continued support of leadership development, and for taking the time to meet with the Council.

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Enclosure: (1) List of LAC attendees  
(2) Powerpoint slides from VTC outbrief 29 October 2004